

# Chapter 4

## Economic Development

By its Vision Statement, the Board of Supervisors recognizes that an efficient, strong, diverse, and resilient economy is the cornerstone of Loudoun's planned development. It generates jobs and income for a substantial number of Loudoun's households, as well as a stream of tax revenues that contribute to the public facilities and services that all Loudoun's citizens enjoy. In addition, as Loudoun's economy matures, it is providing the opportunity for an ever increasing percentage of house-holds to live and work in the County.

Economic development is the collaboration of public, private and nonprofit sectors to deliver a community with a high quality of life and an attractive business environment. An effective economic development process yields two products: high quality jobs that produce incomes for a high standard of living, and the public and private financial resources necessary to keep the community's asset base healthy. These assets are the real wealth of the community and include the intellectual, educational, entrepreneurial, technological, environmental, social, heritage and natural resources. How Loudoun uses, increases, develops, and protects these assets will deter-mine much of the economic potential and, ultimately, the future of the County.

The key to sustainable, long-term economic development lies in nurturing and supporting existing businesses. The County seeks to foster an environment conducive to the growth, competitiveness, and expansion of established businesses, start-ups, and spin-offs. The County's ability to address transportation needs is crucial to accommodate existing businesses and attract new ones. In order to help ensure an increasing quality of life, the County will endeavor to maintain certain economic development corridors where synergies of location, transportation and communication infrastructure will promote business concentration. This action also will help maintain the value of the commercial investments in those corridors and will help ensure the highest and best use of those areas.

The discussion of Loudoun's economy has been divided into three parts for convenience. The "New Economy" discussed in this chapter is located largely in the Suburban Policy Area (Chapter Six) where specific economic sector policies are presented. The equally important "Rural Economy" is discussed in the Rural Policy Area (Chapter Seven) with supporting policies and proposed incentives, and "Tourism" that has a countywide economic impact is discussed both here and in Chapter Seven.

### The New Economy

The decade of the 1990s saw the unparalleled expansion of Loudoun County's economy. The number of local businesses almost doubled with an average of 218 new Loudoun businesses per year during the 1990s. Jobs grew by almost 47,000, an increase of more than 115 percent, significantly faster than any other jurisdiction in Northern Virginia. By 2000, more than 8.5 percent of the region's jobs were located in Loudoun, and Loudoun had emerged as a leading employment center.

Correspondingly, since 1990, the amount of nonresidential building space has tripled to nearly 30 million square feet. In this ten-year period, the County issued building permits for 4.9 million square feet of office space, 4.7 million square feet of flex and industrial space, 4.0 million square feet of retail space, and 6.4 million square feet of other nonresidential space, such as hotels, schools and libraries.

Loudoun's retail inventory includes approximately 6.0 million square feet of space within more than 45 retail centers, located throughout the Suburban Policy Area and within the Towns of Leesburg and Purcellville. More than twenty additional retail centers with approximately 7.0 million square feet of planned capacity have been zoned. The County's largest retail hub is near the Route 28/7 interchange, where the new Dulles Town Center is under development. [Retail policies are contained in the *Countywide Retail Policy Plan Amendment*.]

Although the amount of nonresidential space has increased significantly, vacancy rates have declined for eight consecutive years. The overall vacancy rate for non-retail space in 2000 was 5.2 percent, with the vacancy rate for office space at 6.4 percent, flex space at 7.8 percent, and industrial space at 1.3 percent. Most of the existing commercial space is located throughout the Suburban Policy Area, the site of Washington Dulles International Airport and other major transportation infrastructure.

## Loudoun's Economic Development Strategy

Loudoun recognizes that it is in competition for economic growth and development with other jurisdictions in the Washington D.C. Metropolitan Region. The Region, in turn, competes against other U.S. technology regions and against global technology centers in Europe and Asia. Therefore, it is essential that Loudoun capitalizes on its significant competitive advantages in the global market place and seek new business development. In this regard, the Board of Supervisors has appointed the Loudoun County Economic Development Commission (EDC) to recommend an economic development strategy and update it at regular intervals.

To protect the important economic gains of the past decade and to assist the County in reaching its economic development potential, in November 2000, the Board of Supervisors, on the recommendation of the EDC, adopted "*The Community's Plan for a Thriving and Sustainable Economy*". This economic development strategy addresses four key economic development principles:

- Maintaining Loudoun's high quality of life, which includes providing excellent schools, affordable housing, recreational opportunities, adequate infra-structure, efficient public services and, aesthetically pleasing open space;
- Diversifying the local economy so that it is not overly dependent on a particular industry sector;
- Managing growth so that the County can provide adequate public services and continue to be fiscally sound; and
- Coordinating with Loudoun's incorporated Towns and rural economic sectors to achieve balanced policy making, planning and monitoring, for the successful implementation of the economic development strategy.

This economic development strategy is a community strategy rather than solely a local government plan. Intended as a guiding strategy for economic development for the next five to ten years, its overall purpose is to: "Create an economically vibrant, globally competitive community recognized for its attractive business environment and high quality of life." The strategy makes five commitments to the community in the form of the following goals:

- Foster a prosperous business environment conducive to the growth, competitiveness, and expansion of business.
- Create a globally recognized technology to further diversify Loudoun's economy.
- Maintain the sound fiscal health of Loudoun County.
- Develop an innovative Rural Economy that is compatible with Loudoun's rural character.
- Become a premier visitors' destination that serves as a regional hub for domestic and international visitors and provides world-class service.

## Loudoun's Competitive Advantage

The dramatic economic transformation in the 1990s was accomplished because of the timely convergence of six factors that provide a competitive advantage to the County:

### A. Washington Dulles International Airport

The economic development gains of the past decade are due in large part to the presence of Washington Dulles International Airport, a vitally important economic development asset. Aircraft operations at Dulles Airport have increased significantly during the 1990s. Total passengers have grown to more than 20 million annually and cargo tonnage has increased to more than 838,000 metric tons annually. In 2000, Dulles Airport was designated the fastest growing of the world's 50 largest airports.

In response to this increased activity, the Metropolitan Washington Airports Authority has begun a \$3.4 billion infrastructure improvement project. The first phase includes a new runway, an underground passenger railway connecting concourses to the main terminal, two parking garages, moving sidewalks between concourses and terminals, and other road and structure improvements, all of which are to be completed by 2006.

Nearby flex/industrial facilities and other benefits, including a foreign trade zone, allow the business community to take advantage of airport operations. The *Revised General Plan* policies anticipate the continued growth and expansion of Washington Dulles International Airport for both passengers and cargo and seek to maximize the economic opportunities created by the airport.

### B. Washington D.C. Metropolitan Region Location

Loudoun County benefits from its location on the edge of the Washington D.C. Metropolitan Region and immediately adjacent to Fairfax County, making the County a logical extension for the Washington area's burgeoning economy. (See Locational Map, pg. 4-5.)

Over the past ten years, metropolitan Washington D.C. has become one of the nation's leading destinations for technology companies. The Region has more than 2,300 science and technology firms that employ 330,000 people in information technology, systems integration, software development, biotechnology/life sciences, telecommunications, aerospace, and other high-tech fields. The majority of the Region's new job growth in the decade has occurred in Northern Virginia, which captured three-fourths of the Region's net new jobs. Forty percent of these new jobs occurred in Fairfax County, and more than 14 percent occurred in Loudoun County.

Sixty percent of all Internet traffic now flows through Northern Virginia, much of it due to the Loudoun-based technology companies such as America Online. Loudoun's growth in technology sales revenue during 1999 and 2000 was over \$1.2 billion, exceeding that of the rest of Northern Virginia, where sales growth totaled \$1.1 billion. Loudoun County's attractiveness is not limited to information technology companies — in the year 2000 the Howard Hughes Medical Institute announced plans to build a \$500 million biomedical center in the County that will employ 300 scientists in the first phase.

Loudoun County will continue to seek technology-related economic investment and will encourage the continued rapid expansion of the fiber optic telecommunications systems and other essential supporting infrastructure. A comprehensive utilities plan will be developed to help address the impacts and location requirements of energy and communications facilities.

### C. Qualified Workforce

The Washington D.C. Metropolitan Region has one of the most educated workforces in the U.S. There are more scientists and engineers here than nearly any other metropolitan area in the world. In addition, during the 1990s, the old economic model of people migrating to find jobs was replaced with a new one of businesses migrating to, or growing in, those regions with a labor force of highly skilled people—the so-called knowledge workers.

The high quality of Loudoun County's public schools is a key component in the economic development strategy. Strides have been made in the County through public/private partnerships to equip its current and future workforce. For example, America Online Inc. has developed a close working relationship with Loudoun County Public Schools, tapping local school personnel to help develop an Internet portal for research activities in public schools around the United States.

Institutions of higher learning also are establishing a presence in Loudoun County, in part, to serve the County's technology workforce. The George Washington University, Marymount University, Shenandoah University, Strayer University, and Old Dominion University have located satellite campuses in the County and offer an array of degree and/or certificate programs in technology fields. The Loudoun campus of Northern Virginia Community College offers a fast-track educational program to prepare students for careers in computer science, information technology, web design and other business technology fields. Loudoun County will seek to strengthen these partnerships among government, business, universities, and public schools, to improve the quality of Loudoun's and Northern Virginia's workforce.

### D. Quality of Life

Loudoun County's quality of life is a key competitive advantage that is vital to the economic base. The County offers a distinctive sense of place, a beautiful rural environment of mountains, valleys, farms, estates and open space, charming small towns and existing villages, and well-planned suburban communities in proximity to employment corridors. Maintaining these distinctive places and their accompanying sense of community are important advantages for Loudoun County in a competitive marketplace.

### E. Transportation

In the late 1980s, a forward-thinking private sector established a special tax district to finance the widening of Route 28 and invested millions to privately construct the Dulles Greenway, a toll road from Leesburg to Route 28. In anticipation that future business development will desire locations near existing and planned transportation and utility infrastructure. New interchanges and other improvements are planned for Route 28. Private corporations and development groups also are considering innovative approaches to fund those improvements. The County must seek to fully utilize the Public-Private Transportation Act (P-PTA) of

1995 to facilitate transportation investment. According to information available in June 2001, the new interchange improvements in the Route 28 corridor, along with the improvements to the Loudoun County Parkway, are to be completed by a public-private partnership near the end of calendar year 2005. The interchange at the new National Air and Space Museum Dulles Center will be completed prior to December 2003 and support an estimated 4 to 5 million visitors per year.

The Community Development Authority (CDA) is another mechanism available to fund transportation and other infrastructure. One CDA has been established to fund infrastructure around Dulles Town Center.

There are also plans to extend rail to Dulles Airport and to points within Loudoun County along the Dulles Greenway. Implementation of the Bus Rapid Transit (BRT) phase of this project is expected in the 2003/2004 timeframe, with a conversion to rail service by 2010. (See the *Revised Countywide Transportation Plan* and Chapter Six of this Plan.)

## F. County Planning and Zoning

The County's *General Plan* and Zoning Ordinance were adopted in the 1990s to guide economic growth and development. Ample land was available, already zoned for business expansion at very competitive prices. Three-fourths of the approximately 20,000 acres zoned for commercial or industrial uses is vacant or underdeveloped. Building to zoning capacity within planned communities and business parks provided in excess of 135 million square feet of additional space for nonresidential uses. The 1991 *General Plan* directed most nonresidential development to the County's key transportation corridors: Route 28, Route 7, the Dulles Greenway, Route 50, and Route 606.

## Business Land Use and Corridor Development

Office and industrial land use expanded rapidly along the highway-oriented business corridors in the 1990s and the land use pattern for future economic development is now well established. Route 28 is the major north-south business corridor that intersects with the five east-west business corridors (Route 7, Route 625 [Waxpool Road], Route 606 [Old Ox Road], the Dulles Greenway, and Route 50). Route 607 [Loudoun County Parkway] is an emerging north-south corridor, generally paralleling Route 28 that will play an important role as a business corridor. The following is a brief description of the development activity in those corridors and the challenges ahead:

### A. Route 28

The Route 28 Corridor is planned to be a major economic and employment center within the County that will be developed with suburban, lower-density office and flex settings; medium-density, compact, pedestrian-oriented office clusters; and higher-density, transit-oriented mixed-use office centers. Other parts of the corridor more immediate to the Washington Dulles International Airport and Route 606, west of Route 28, are planned for Industrial uses. Older existing land uses and several aging small retail areas that need rehabilitation present challenges to the ultimate definition of development in the corridor.

Route 28 is considered one of the County's primary transit corridors. Like many of the major roads in Loudoun County, Route 28 does not stop at the Loudoun County line, but continues into Fairfax County. Just a few miles south of the Loudoun-Fairfax border is the Smithsonian Institution's Dulles Air & Space Center at Dulles Airport. Opened in 2003, the Center houses about 15 times the number of air and spacecraft as the National Air and Space Museum on the Mall in Washington, D.C. Continued support for and study of road and transit improvements in the corridor, such as light rail, are intended to accommodate such growth.

The County supports and is committed to the continuing growth of and need for an economically vibrant Route 28 Transportation Improvement District, both for the District's contribution to the transportation improvements to Route 28 and to the economy of the County. The Route 28 Corridor Plan in Chapter 8 of the *Revised General Plan*, which provides policy guidance regarding economic, land use, housing, transportation, design, and sustainable development within the tax district, will help the corridor achieve these goals.

## B. Route 7

About 3.0 million square feet of office uses have been developed in the Route 7 corridor, planned for prestigious, Keynote Employment offices. That is less than one tenth of the 38 million square feet potential in the 2,191-acre corridor. Currently, about 330 additional acres are being developed for the speculative market, but more than 50 percent of the corridor's available land (almost 1,300 acres) has been taken off the market by landowners who will entertain only build-to-suit projects. The eastern portion of Route 7 (from the Fairfax County line to Route 28) has developed in extensive retail uses.

## C. Route 625 (Waxpool Road)

The most significant office development in the County is in the Route 625 corridor. Keynote offices began developing along the corridor in the late 1990s with America Online's location of its national headquarters there. The campus, now with 1.4 million square feet, became a magnet for additional development, including a 2.0 million square-foot corporate campus for WorldCom. America Online is the world's leading consumer Internet provider, and WorldCom has installed much of the fiber optic backbone for the new communications medium. These two corporate neighbors solidified Loudoun County's claim as the "Internet capital of the world." In late 2000, about 4.6 million square feet of space had already been built or was under construction. A major complementary use to these industries has been data centers that house banks of computers that control the flow of information over the Internet. Those centers occupied 750,000 square feet of space in the corridor in 2000, with another 1.0 million square feet of such uses planned.

## D. Route 607 (Loudoun County Parkway)

Route 607 provides an alternative north-south road to Route 28. Currently not completely developed, Route 607 runs from Route 7 and will eventually run to Route 606 and on to the Prince William County Parkway. Recently, many upgrades have occurred along Route 607 including the WorldCom rezoning to office use and the development of Beaumeade Industrial Park as office instead of industrial. As Route 607 continues south from the Dulles Greenway, the current zoning is PD-GI, which encourages heavier industrial uses. As development continues towards Route 606, industrial uses that support airport activity should be encouraged.

## E. Route 606 (Old Ox Road)

Loudoun's future industrial center is planned to be located in the Route 606 corridor, a road that connects with Route 28, the Dulles Greenway, and Route 50 around the western edge of Dulles Airport. Route 606 provides cargo and employee access to Dulles Airport through its North Gate. The corridor has been slow to develop because water and sewer service is lacking, but it is expected to be available in the next few years. There are more than 2,400 acres of undeveloped land in the corridor with a combined development potential of 40 million square feet. Only 1.12 million square feet actually has been built, most of it in one-story warehouse/flex facilities. The Brambleton development is expected to develop another 2.0 million square feet of industrial space on about 130 acres and another 1.0 million square feet of warehouse/flex space is anticipated on about 220 acres near Route 28.

## F. The Dulles Greenway

The Dulles Greenway, planned for up to 12 million square feet of higher-density office development, is another emerging business corridor. About 240 acres were either under contract or in development by late 2000. Developers for speculative or build-to-suit opportunities are purchasing most of this land area. Sixty-five acres, also in the speculative market, are being developed for data centers. Another 230 acres along the Greenway were being marketed in late 2000 for build-to-suit projects. The planned rail connection to Dulles Airport will terminate with two transit stops in Loudoun County along the Dulles Greenway between the Route 606 and Route 772 interchanges. When transit is available it likely will spark development activity for higher density development and improve access to all the business development corridors in the County.

## G. Route 50

Route 50 is the southern gateway to western Loudoun. There are 693 acres of zoned commercial land accounting for 9.0 million potential square feet of space, but significant investment will not occur until water and sewer services become available over the next several years and as the residential population develops. In the meantime, the Commercial-Light Industrial zoning along the road's frontage up to Route 659 negatively affects the corridor's long-term image. The County seeks to achieve consolidation of these parcels to obtain higher value business locations as the overall area develops.

## Economic Projections

On an annual basis, the County develops projections for economic development space and jobs for a twenty-year period. These projections are demand based and are used as inputs into the County's Fiscal Impact Model. Making long-term economic projections is subject to significant uncertainty as external economic conditions, interest rates, shifts in the competitive advantages of different locations in the emerging global economy, the emergence of new technologies, and changes in market demand are beyond the control of Loudoun County.

Local factors also affect the County's continued ability to attract new economic investment and the rate of expansion of existing business. The County should monitor the following factors that may affect future commercial space projections:

- Rapidly increasing commercial land values that, if continued, could reduce the County's competitive advantage relative to other lower cost areas.
- Growing competition from surrounding jurisdictions.
- Landowners with buy and hold strategies that impact available land.
- Proffers that may not be triggered, which will then affect the transportation network and the full development of a site.
- Increases in the tax rates caused by residential growth and the demand for improved facilities and services that could reduce the present favorable relationship with the tax rates in neighboring jurisdictions.
- Increasing traffic congestion that increases business costs and frustrates employees' commute from home to work.

- Any deterioration of the quality of life factors that make the County a unique place to live including the design of residential communities, the provision of open space and Green Infrastructure, and the retention of a viable Rural Policy Area—all of which are valued by the business sector and their employees.

It is the aim of this *Revised General Plan* that policies presented in other chapters and in the *Revised Countywide Transportation Plan* have a direct and favorable impact on enhancing the business climate and maintaining Loudoun County's competitive advantage.

## Economic Development Policies

1. Loudoun seeks and promotes a diverse economic base in a multitude of industries so that it is not entirely dependent upon any single employer or employment sector.
2. The County encourages the development of high-quality public education, higher education, and training opportunities, and promotes enhanced relationships between the business community, universities, and the public school system to address workforce needs.
3. Loudoun County will promote a favorable business environment by providing a consistent and user-friendly regulatory environment that responds to the needs of established businesses in all policy areas and supports the development of small and large businesses, spin-offs, start-ups, home-based businesses, and other entrepreneurial activities.
4. The County recognizes that economic policy and land use policy must be coordinated. The County seeks to implement the economic goals as adopted and subsequently amended by the Board of Supervisors in Loudoun County's Economic Development Plan and Growth Strategy within the framework provided by the Comprehensive Plan.
5. The County will provide for an adequate amount of land to accommodate the growth of a variety of industry sectors.
6. The County supports appropriate and desirable nonresidential development in business corridors and related to the development of the larger communities.
7. The County will develop both regulatory and incentive-based aesthetic enhancement and environmental protection of business corridors, communities and gateways. For this purpose it may use incentives such as density credits, property tax credits, adjustments in zoning or other requirements, and priority processing of applications.
8. The County will facilitate broad bandwidth infrastructure availability for all residential and business segments of the Loudoun economy. The County will identify alternatives to using the VDOT right of way for broad bandwidth infrastructure for the purpose of reducing costs.
9. The County supports the continued growth and expansion of Washington Dulles International Airport and will ensure that provision is made for land uses and County infrastructure consistent with that expansion.
10. The County will prohibit residential encroachment into the existing Ldn 65 noise contours to ensure that residential development will not create pressure for reductions in the intensity of service or prohibit the expansion of service at the airport.

11. The County supports transportation plans that provide improved access to the Washington Dulles International Airport consistent with the *Revised Countywide Transportation Plan*.
12. Outside of Existing Villages (See Chapter 10), the County intends to limit the establishment of the Rural Commercial (RC) zoning district to the following:
  - a. those properties with RC uses established on or before January 7, 2003;
  - b. properties in the Ryans Corner area of the County designated RC prior to January 7, 2003; and
  - c. the core of the village of Arcola, west of Dulles Airport, pending conversion of those properties to other uses conforming to the long-range plan for that area.

In limiting the location of RC districts, the County places particular emphasis on the following considerations:

- a. traffic safety concerns, including sight distances and safe ingress and egress;
  - b. compatibility with surrounding land uses and zoning;
  - c. the most appropriate location for such districts; and,
  - d. limiting strip commercial development, particularly along major highways.
13. Loudoun County will exercise the power of eminent domain only for the development of public facilities, as defined in the State Code.

## Tourism and Travel Industry

The tourism and travel industry comprises the activities of persons traveling to and staying in places outside their usual environment. This sector includes the attraction and services of all visitors whether coming for business, leisure, conferences and conventions, or visiting friends and family. The tourism industry reinforces the County's commitment to aesthetics, developing infrastructure, preserving attractions, and implementing land use plans to further differentiate Loudoun County from neighboring jurisdictions.

The tourism and travel industry is a growth sector in Loudoun County, generating more than \$730 million dollars to the economy in 1999. There are more than 13,600 jobs in Loudoun County that provide services to the tourism industry.

Loudoun County is favorably positioned to attract visitors. The convenient access from the Washington Dulles International Airport brings millions of travelers each year. The proximity of the tourist attractions of Washington, D.C., and Northern Virginia make Loudoun an easy get-away, and the connection between the Virginia and Maryland Civil War Trails programs can make Loudoun a regional hub. Loudoun's location in the mid-Atlantic region will continue to benefit from a population concentration that is the mainstay of Loudoun County's leisure travel.

This diverse industry spans the entire landscape of Loudoun County. In the Suburban Policy Area there is a concentration of hotels, conference facilities, golf courses, and destination retail shopping along with visitor destinations such as the Washington Redskin Training Facilities, the Claude Moore Park Farm Museum, Algonkian Regional Park, and a variety of commercial recreation opportunities. The addition of the Smithsonian Air and Space Museum's Steven F. Udvar-Hazy Center near Washington Dulles

International Airport will attract more than 3.0 million visitors to the area each year. These new facilities also will attract meetings, conventions, and other attractions to the region.

Loudoun County must plan for the growth of the tourism industry in the Suburban Policy Area in order to capture new lucrative business. The potential for a convention center, large privately owned meeting facilities, and high-tech and recreation facilities are encouraged.

In the other areas of the County, there are bed and breakfast establishments, country inns, and rural retreats with conference facilities that supplement the concentration of facilities in the Suburban Policy Area and provide an alternative experience. West of the Suburban Policy Area, Loudoun County offers cultural and heritage tourism, Civil War battlefields, recreation, wineries, and numerous heritage sites, nurseries, farm tours, Christmas tree farms, the equine industry, and scenic trails, byways, and tours. Fairs, festivals, and events are held at a wide variety of facilities including bed and breakfasts, Morven Park, Oatlands, community centers, and large private farms. A major concentration of visitor attractions are located in the Rural Policy Area and Towns; the preservation and nurturing of which is fundamental to the future of the tourism industry and its contribution to the rural economy. (A summary of these assets is discussed in Chapter Seven and Chapter Nine.)

Loudoun County uses the destination management services of the Loudoun Convention & Visitors Association (LCVA) to maximize tourism opportunities for Loudoun County and the incorporated Towns. The LCVA is responsible for developing and implementing a marketing plan to promote and manage Loudoun's tourism products through market promotions, public relations, sales, services, product development, and cooperative advertising programs.

The historic towns and villages each have a distinct historic personality and are delightful places to spend a day. Middleburg, the capital of Virginia's Horse Country, is a world-class visitor destination with a traditional downtown and infrastructure designed to attract visitor spending. Leesburg has many heritage sites, antique shops, art galleries, and restaurants. The Town of Purcellville has a cluster of antique shops, Fireman's Field, and is surrounded by specialty farms that attract visitors. In order to assist the seven Towns as they define and develop their tourism efforts, the County has launched the Town Outreach Project to provide economic development tools to the Towns as they pursue business development and tourism opportunities.

Loudoun County's diverse visitor experience includes well-known attractions such as Oatlands, Morven Park, the Waterford Fair, point-to-point races, Ball's Bluff Battlefield, wineries, and community fairs in Lucketts, Bluemont, and Aldie. Growing in reputation are the County's recreational opportunities and driving tours such as the Mosby Heritage Area. The use of packages and itineraries enable visitors to extend their stay and combine multiple experiences into one trip. The County's quality sports complexes attract visitors through regional and national tournaments.

The use of historic and rural locations has increased the opportunities to attract small and medium sized meetings to the County and the Towns. The meetings market will be growing with the additional meeting facilities planned along the Route 28 corridor and the expansion and remodeling plans at Xerox Document University.

## Tourism Policies

1. The County, in cooperation with the Loudoun Convention & Visitors Association (LCVA), supports the promotion of Loudoun County as a tourist destination and recognizes the importance of existing and new communities being well planned, well designed, and aesthetically attractive.

2. The County will protect, expand, and enhance Loudoun's historic, cultural and natural resource-based tourism industry.
3. The County supports the development and enhancement of appropriately located tourist attractions and hospitality infrastructure, including hotels, bed and breakfasts and rural event facilities, which are important to the visitor experience.
4. The County will take advantage of economic benefits derived from significant regional tourism attractions and events.
5. The County will develop a unified tourism directional signage network in cooperation with Loudoun Convention and Visitors Association (LCVA) and the Virginia Department of Transportation (VDOT) consistent with the County's signage regulations.
6. The County will promote Parks and Recreation and Town sponsored tourist events.
7. The County will promote vocational training and hospitality services to support the tourism industry.
8. The County will improve the gateways into Loudoun County, in coordination with the Towns, specifically focusing on the aesthetics of entrances into Loudoun County on Routes 15, 7, 50, 28, 9, 267, 606, and from Washington Dulles International and Leesburg Executive Airports as they have an immediate impact on a visitor's impressions of Loudoun County.